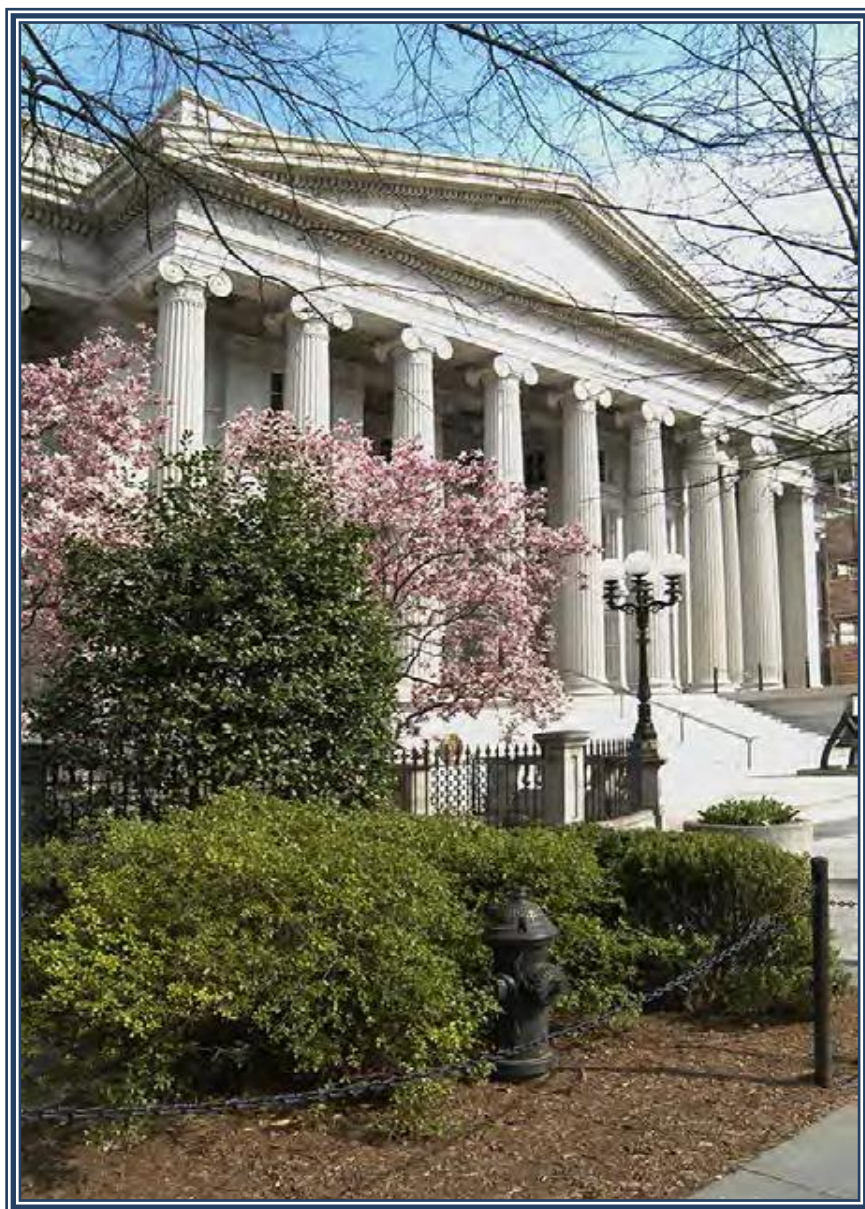


**Office of Civil
Rights and
Diversity**

**Department of the Treasury's FY 2014 Annual Report:
Maintaining a Model EEO Program**





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INTRODUCTION/MISSION

This report covers the period of October 1, 2013, through September 30, 2014, and outlines the Department of the Treasury's equal employment opportunity (EEO) program activities. The report highlights Treasury's accomplishments during Fiscal Year (FY) 2014 in attaining and maintaining a model EEO Program as well as identifying areas of improvement.

The Department of the Treasury's Mission

Throughout its rich history, Treasury's core mission has not changed. With more than 100,000 employees, Treasury is still the steward of the U. S. economy – taking in revenue, paying bills, and, when appropriate, borrowing and investing public funds. In more recent years, Treasury's role has expanded to being a leader in safeguarding and growing the nation's economy.

Treasury's critical resources are finances, physical assets, technology, and, most importantly, people. We will invest in people by providing them purpose, motivation, support and a fair and inclusive work environment in which every individual can excel. We will also take full advantage of information technology to maximize the use of sharing data to enhance sound decision-making. We will maximize opportunities to improve our stewardship in acquiring and using goods and services. Overall, we will

produce the best value for all our customers and the American people.

Achieving these objectives demands a concerted commitment on the part of everyone in Treasury to continuous improvements in skills, learning, processes, attitudes and organizational culture.

Organization

The Department of the Treasury is organized into the [Departmental Offices](#), [seven operating bureaus](#), and [three Offices of the Inspectors General](#). The Departmental Offices is primarily responsible for the formulation of policy, while the operating bureaus carry out the specific operations assigned to the Department.

Organizational Reporting Structure

For Management Directive (MD) 715 reporting purposes, Treasury's second level reporting bureaus are:

- Bureau of Engraving and Printing (BEP)
- Bureau of Fiscal Service (BFS)
- Departmental Offices (DO)
- Internal Revenue Service (IRS)
- Internal Revenue Service Office of the Chief Counsel (IRS-CC)
- Office of the Comptroller of the Currency (OCC) and
- U.S. Mint

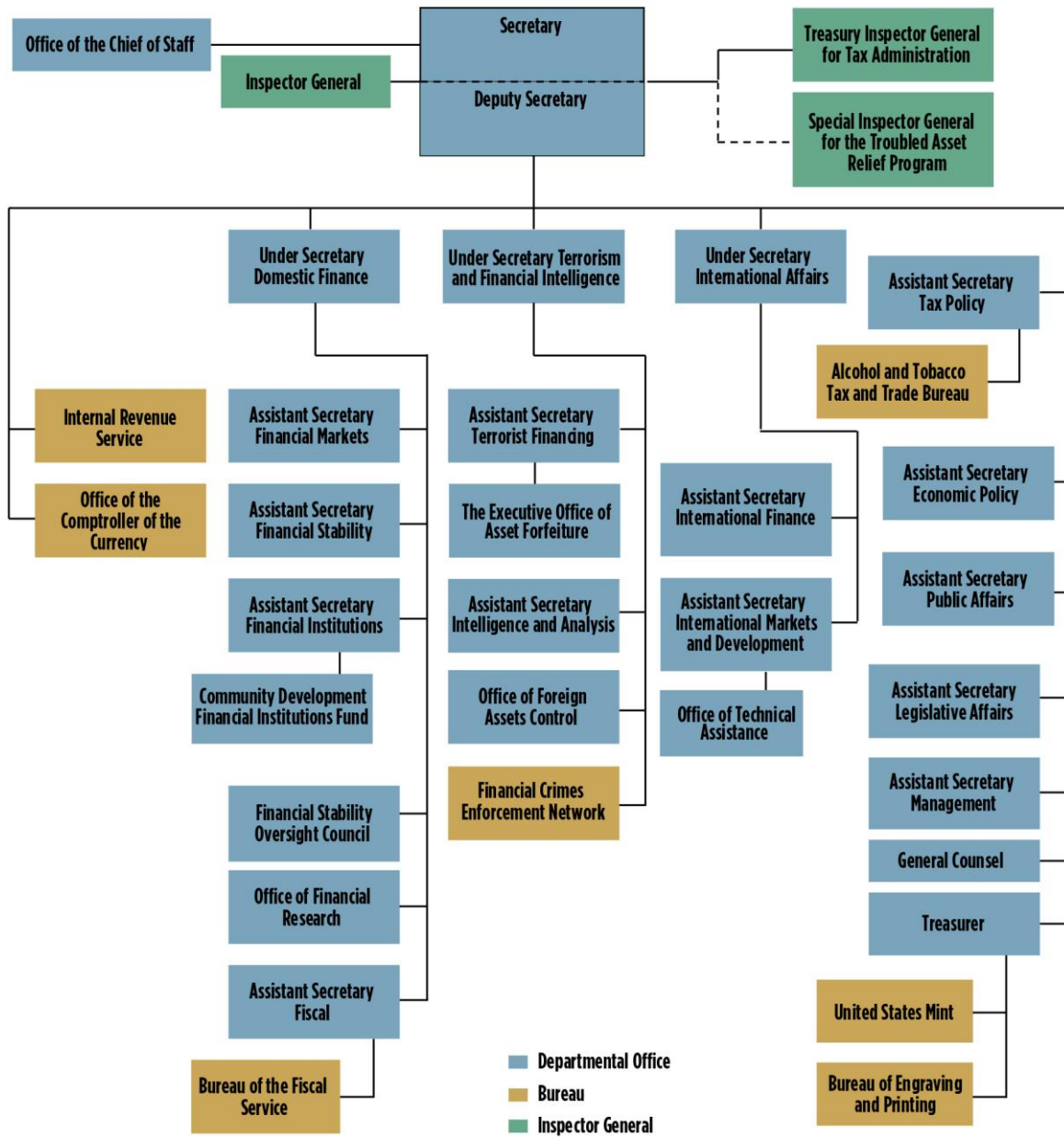
Bureaus employing fewer than 1,000 employees are required to provide their individual MD-715 reports to Treasury's Office of Civil Rights and Diversity (OCRD). These bureaus are Financial Crimes Enforcement Network (FinCEN), the Office of the Inspector General (OIG), Special Inspector General for Troubled Asset Relief Program (SIGTARP),

Treasury Inspector General for Tax Administration (TIGTA) and Alcohol and Tobacco Tax and Trade Bureau (TTB).

Each bureau, regardless of its size, has its own distinct reporting structure for its EEO and Human Resource (HR) offices and programs. Therefore, each bureau sets its own policy and procedures regarding the

hiring, recruitment and retention of employees within the broad framework of the Department's Human Capital Strategy. The Office of Civil Rights and Diversity (OCRD), part of the Departmental Offices' organizational structure, is primarily responsible for providing guidance and oversight to the bureau EEO offices.

The Department of the Treasury FY 2014 Organizational Chart



The Office of Civil Rights and Diversity

OCRD provides leadership, direction and guidance in carrying out the Department of the Treasury's equal employment opportunity, diversity and civil rights responsibilities. OCRD administers the Department-wide equal employment opportunity and diversity (EEO) program by providing policy, oversight and technical guidance to Treasury bureaus, including the Departmental Offices, on affirmative employment, special emphasis program areas, diversity and EEO complaint processing.

OCRD oversees Treasury's external civil rights efforts to ensure non-discrimination in programs operated or funded by the Department of the Treasury. The external civil rights program ensures individuals are not excluded from participation in, denied the benefits of, or otherwise subjected to prohibited discrimination under programs or activities conducted or funded by the Department.

OCRD also oversees the Treasury's EEO complaint processing functions. OCRD issues final agency actions on discrimination complaints filed by Treasury employees and applicants for employment.

Challenges

Treasury must remain ever vigilant to ensure that it has the workforce needed to meet its mission, including retention of top talent and the continual development of employees.

Since 2010, the federal government has operated under multiple continuing resolutions instead of regular appropriations. Although the continuing resolutions allow for agencies to continue operating, they do so in a more restricted manner than under regular appropriations.

Additionally, sequestration, which went into effect in 2013, reduced resources and created management challenges for Treasury in achieving its goals.

We must ensure we retain our top talent, put succession strategies in place, work to develop our employees and create an inclusive work environment. This is particularly difficult in the harsh budget and political climate employees currently face.

The following sections of this report contain an evaluation of Treasury's EEO programs against the six essential elements of an agency EEO program, as established by MD-715, which reflects Treasury's commitment to maintaining a model EEO program.

Essential Element A: Demonstrated Commitment from Treasury Leadership

Secretary Lew was confirmed by the United States Senate on February 27, 2013, to serve as the 76th Secretary of the Treasury. Secretary Lew reaffirmed his commitment to EEO by reissuing his annual EEO policy statement on September 11, 2014. The EEO policy, along with the Secretary's Diversity policy, expresses the Department's support of diversity, equal employment opportunity and a workplace free of discriminatory harassment.

The new EEO policy statement was communicated via email to all Treasury employees. Each of Treasury's bureau heads has committed to the principles of EEO and diversity by either issuing or reissuing their policy statements in support of EEO and diversity. Each bureau also ensures that its own EEO policy and Treasury's EEO policy are disseminated to all new employees during orientation and are available on the intranet and public internet site if applicable.

Each bureau also ensures all newly promoted managers and supervisors receive copies of both the bureau and Treasury EEO policies as a reminder of their role and responsibility in providing a discrimination and harassment-free work environment.

Treasury's policies, orders and directives on EEO matters can be found on Treasury's public internet site located at:

http://www.treasury.gov/about/organization/structure/offices/Mgt/Pages/eoo_policy.aspx.

Treasury and its bureaus also make written materials available to all employees and applicants, informing them of the variety of EEO programs and administrative and judicial remedial procedures available to them through our internet and intranet sites. OCRD's internet site is located at:

<http://www.treasury.gov/about/organization/structure/offices/Pages/Office-of-Civil-Rights-and-Diversity.aspx>.

Each Treasury bureau maintains its own performance appraisal form for managers and supervisors. The Department has a standard evaluation form for the Senior Executive Service that all bureaus are required to utilize and the SES performance plan incorporates the required critical element that evaluates SES commitment to Treasury's EEO and diversity policies and principles.

In addition, the Department established standard performance elements for all of the bureau EEO Officers. These performance standards include an evaluation of the EEO Officer's efforts to build and create a diverse workforce, increase the participation rate of persons with disabilities and create an inclusive work environment.

Treasury's Reasonable Accommodation policy and procedures are easily accessible to all employees and applicants via our internal and external websites. With the release of the new disability regulations by the Equal Employment Opportunity Commissions (EEOC) in FY 2011, the Department updated its Reasonable Accommodation procedures and provided the procedures to the Equal Employment Opportunity Commission (EEOC) for review. OCRD has posted a copy of its updated policy and procedures to its websites at:

http://www.treasury.gov/about/organization/structure/offices/Mgt/Pages/eoo_policy.aspx.

Essential Element B: Integration of EEO into the Strategic Mission

The Secretary has delegated authority over all EEO matters to the Assistant Secretary for Management (ASM) through Treasury Order 102-02 located at:

<http://www.treasury.gov/about/role-of-treasury/orders-directives/Pages/to102-02.aspx>.

In FY 2014, at the urging of the EEOC, OCRD submitted a recommendation requesting that the Department realign OCRD to have a direct reporting relationship with the ASM. As a result of the request for realignment, the Director of the Office of Civil Rights and Diversity, who provides the day-to-day management of the Equal Employment Opportunity and Civil Rights programs, now reports directly to the ASM.

Department of the Treasury Strategic Plan

Through Treasury's Strategic Plan for Fiscal Years 2014 - 2017, the Department continues to prioritize the importance of

building and maintaining a high-performing and diverse workforce. Achieving these objectives will demand a concerted commitment on the part of everyone in Treasury to continuous improvement in skills, learning, processes, attitudes and organizational culture. Goal five of the Department's Strategic Plan outlines four objectives to help the department meet its plan.

- Objective 5.1: Increase workforce engagement, performance, and diversity by instilling excellence, innovation and inclusion in Treasury's organizational culture and business practices.
- Objective 5.2: Support effective, data driven decision-making and encourage transparency through intelligent gathering, analysis, sharing, use and dissemination of information.
- Objective 5.3: Promote efficient use of resources through shared services, strategic sourcing, streamlined business processes and accountability.
- Objective 5.4: Create a culture of service through relentless pursuit of customer value.

Department of the Treasury Human Capital Strategic Plan

To support the Department in meeting its strategic goals as set forth in the Treasury Strategic Plan for Fiscal Years 2014-2017, the Treasury Human Capital Advisory Council (HCAC) has developed the FY 2014-2017 Treasury Human Capital Strategic Plan (HCSP). The current Treasury HCSP builds upon the accomplishments and lessons of the FY 2008-2013 HCSP. Like its predecessor, the FY 2014-2017 HCSP addresses future

workforce demands and challenges and establishes specific human capital management strategies, objectives, indicators, and initiatives to meet them. While the Treasury Strategic Plan outlines the agency-wide goals and measures for fulfilling the Department's operational mission, the HCSP specifically focuses on five human capital strategic goals.

- Improve Effectiveness, Efficiency, and Customer Interaction in the delivery of human capital services.
- Increase Workforce Engagement: Enable employees to work more effectively toward organizational goals.
- Increase Workforce Performance: Develop leaders and managers who improve organizational performance by positively motivating and engaging people to meet and exceed goals.
- Increase Workforce Diversity: Build and sustain an inclusive environment in which all people are treated fairly and have opportunities to excel.
- Pursue Continuous Improvement: Create a 21st Century approach to human capital management in government.

Department of the Treasury Strategic Diversity and Inclusion Plan

U.S. demographics are shifting with the Treasury serving a more diverse population than ever before. For the Department to effectively meet Treasury's challenges, the workforce must reflect the rich diversity and varied viewpoints of the American people. This necessitates the creation of an inclusive work environment that welcomes and supports employees from all backgrounds, a goal that can help promote job satisfaction, improved organizational

performance and better achieve our mission.

To that end, Treasury issued its first Department-wide Strategic Diversity and Inclusion Plan on March 21, 2012. A core team of representatives from Human Resources, Diversity and EEO communities from the Department and the bureaus worked together to develop the Department's diversity vision, mission and strategic priorities and corresponding goals. The plan continues to provide a shared direction, encourages commitment and accountability and creates alignment for all of the components in the Department.

The Strategic Diversity and Inclusion Plan focuses on three key areas: establishment of a shared vision, shared values and practices among agency leadership; active recruitment and development of a diverse workforce; and building a culture of commitment to diversity and inclusion.

In FY 2014, the Office of Personnel Management (OPM) evaluated the Department's success in implementing its plan by evaluating whether it has:

- developed a workforce that reflects all segments of society,
- diversified leadership,
- increased Federal Employee Viewpoint Survey (FEVS) scores,
- reduced EEO complaints, and
- increased the use of telecommuting.

As an additional part of OPM's oversight, a Diversity and Inclusion – IQ Index was developed to provide agencies with a metric for evaluating the effectiveness of their Diversity and Inclusion Plans. The Diversity and Inclusion IQ Index focuses on five categories using questions from the Employee Viewpoint Survey (EVS)

responses: Fair, Open-minded, Cooperative, Supportive and Empowerment (FOCSE).

In FY 2014, based on the FEVS responses, Treasury received an overall Diversity and Inclusion score of 60 percent, above the government-wide average (56 percent). In FY 2015, Treasury and its bureaus will continue to focus efforts to improve employee satisfaction within the areas covered by the New IQ Index.

In addition to the development of the Department's Strategic Diversity and Inclusion Plan, each of the Department's bureaus developed an implementation plan. Throughout FY 2014, OCRD met with bureau EEO and Human Resource Officers to review the bureau's implementation plan and evaluate its progress/results.

Additionally, in FY 2014, the Deputy Assistant Secretary for Human Resources and Chief Human Capital Officer (DASHR/CHCO) continued to convene bi-monthly meetings of Treasury's Human Capital Advisory Council (HCAC), which consists of bureau EEO, HR, and Training officers.

As a testament to the Department's efforts to create and maintain a diverse workforce, Treasury was recognized as a leader in promoting equal employment opportunity and diversity on the FY 2014 Best of the Best lists of Top Government & Law Enforcement Agencies by Hispanic Network Magazine, Black EOE Journal and the U.S. Veterans Magazine.

Treasury Executive Institute Coaching – Putting You First for Excellence

The Treasury Executive Institute (TEI) offers individual coaching services for a six-month period. All TEI coaches have completed, or are in the process of

completing, certification through the International Coaching Federation (ICF).

One-on-one coaching can be conducted face-to-face or virtually and is an excellent way to: review 360 feedback results; achieve professional goals and go to the next step; solve individual leadership challenges; excel in self-awareness and self-management; gain clarity in decision making and purpose; and/or develop leadership attributes and behaviors of empathy, self-disclosure, active listening, and giving and receiving feedback.

TEI provides coaching in different formats:

- **One-on-One Coaching** - This offering can be conducted face-to-face or virtually.
- **Peer Cohorts** - This offering is an excellent strategy for building leadership skills, collaboration, learning, and effective use of questions in a group setting.
- **Continuing Coach Education Series** - This session focuses on building coaching skills. The programs are specific one-day workshops offered by marketplace leaders and available to all TEI cadre coaches.
- **Coaching Skills for Managers Workshops** - Coaching is a powerful tool for any manager seeking to develop others in a learning organization and to maximize employee performance and engagement.
- **Coach Training** - In exchange for the coach training, each individual agrees to serve on TEI's internal coaching cadre and provide approximately 10 hours per month of pro-bono coaching to employees in TEI participating agencies and bureaus for 24 months after

beginning the coaching program. TEI manages the matching of the coaches and clients. This program is open to GS-14's (and equivalents) and above.

Treasury Mentoring Program

In March 2012, the Department of the Treasury determined a need for mentoring new employees and launched a one-year pilot called "Passing the Torch". The pilot was designed to provide valuable and practical experience to a new generation of Treasury employees, with fewer than three years of federal experience, by matching them with mentors who were established Treasury employees. The mentors shared their institutional knowledge and information on Treasury culture to successfully transition their mentees into federal service and to help them understand the career opportunities available to them at Treasury.

"Passing the Torch" was piloted to support and foster a workforce that is talented, diverse and inclusive as required by the Executive Order to promote Diversity and Inclusion in the federal workforce. It, complied with the Pathways Programs regulations and requirements for Recent Graduates (5 CFR 362.301) and the Presidential Management Fellows (PMF) programs (5 CFR 362.405(3)). It was also consistent with the Department of Treasury's Strategic Diversity and Inclusion Plan.

The one-year pilot began in March 2013 and concluded in April 2014. The contract was awarded to The Mentoring Connection for an initial 75 partnerships using a formal matching process, facilitated orientation and energizer, mid-point and end of program evaluations, and formal mentoring plans. Treasury employees across nine bureaus (BEP, BFS, DO, FinCEN, IRS,

(IRS-CC), OCC, OIG and TTB) and 19 states (including the DC metro area) participated in the program.

In the final report, 67 percent of the participants agreed that overall, the mentoring program was effective at helping them transition and assimilate into the federal Treasury bureau's workforce. In addition, 72 percent of the participants agreed that they gained an understanding of organizational values, mission, and culture. Finally, 72 percent agreed the program is fostering an open environment where information is shared and knowledge is transferred. Although the "Passing the Torch" pilot program was successful, it will not be continued in FY15 due to resource constraints. However, Treasury does hope to revive a mentoring program in the future if resources allow.

Internship Programs

To attract a diverse applicant pool, Treasury continues to utilize available hiring flexibilities, such as Student Intern Programs. Internship programs play a significant role in ensuring that a diverse pipeline of talent is available to fill mission critical occupations being vacated by an aging workforce.

Treasury continues to take the lead in establishing/maintaining partnerships with existing external internship programs that attract highly qualified, educated and diverse students. Internship programs such as the Pathways Program, Hispanic Association of Colleges and Universities' (HACU) Hispanic Serving Institutes National Internship Program (HSINIP), the International Leadership Foundation (ILF), INROADS, Operation Warfighter, the Washington Internship Program for Native Students (WINS), the Workforce Recruitment Program (WRP), the

Washington Center, Thurgood Marshall College Fund (TMCf), and the National Association for Equal Opportunity in Education (NAFEO) continue to provide Treasury and its bureaus an avenue to identify and expand the pool of potential candidates to fill mission critical vacancies and to grow new talent.

Hispanic Serving Institutions National Internship Program (HSINIP)

As a way to develop a pipeline of Hispanic employees, Treasury has maintained its partnership with HACU's Hispanic Serving Institutions National Internship Program (HSINIP). Viewed as a cornerstone of diversity recruitment, the HSINIP aims to increase employment opportunities for Hispanic students throughout the federal government.

During FY 2014, Treasury placed 17 (spring, summer and fall) HACU interns. The HACU interns were sponsored by the DO, IRS, Mint, OCC and SIGTARP.

International Leadership Foundation (ILF)

Since FY05, Treasury has partnered with the International Leadership Foundation (ILF) to provide Asian American Students exposure to public service. The ILF is a non-profit organization which gives scholarships to Asian American college students and places them in public service internships to help prepare them to become tomorrow's leaders.

During FY 2014, Treasury placed three ILF interns. The ILF interns were sponsored by DO and BFS.

Workforce Recruitment Program (WRP)

WRP is a resource to connect public and private sector employers nationwide with highly motivated post-secondary students and recent graduates with disabilities who are eager to prove their abilities in the workforce. Coordinated by the Department of Labor and the Department of Defense, the WRP sends trained recruiters to conduct personal interviews with interested students on college and university campuses annually. From these interviews, a data base was compiled containing information on more than 1,500 college students and recent graduates seeking temporary or permanent jobs.

In FY 2014, FinCEN hired one WRP student.

The Washington Center for Internships (TWC)

The Washington Center for Internships (TWC) is an independent, non-profit organization serving hundreds of colleges and universities in the United States by providing students challenging opportunities to work and learn in Washington, D.C.

During FY 2014, Treasury placed five TWC interns. The TWC interns were sponsored by the DO and OCC.

INROADS Program

INROADS assists agencies in accessing diverse talent through early identification and continuous leadership development of outstanding students. Through its unique leadership development process, INROADS assists agencies with anticipating business needs and identifying quality diverse employees who can contribute to meeting agencies' mission needs.

In FY 2014, OCC hosted seven interns through INROADS.

Operation Warfighter

Operation Warfighter (OWF) is a temporary assignment/internship program, developed by the Department of Defense, for service members who are convalescing at military treatment facilities (initially in the National Capitol Region but increasingly throughout the United States). The program provides recuperating service members with meaningful activity outside of the hospital environment and offers a formal means of transition back to the military or civilian workforce.

In FY 2014, IRS hosted 14 interns through Operation Warfighter. Of the 14 OWF interns, two were converted to permanent employees.

Other Internship Programs

In FY 2014, Treasury placed 98 interns through the Pathways Program. The 98 Pathway Program participants were hosted by BEP, FinCEN, OCC, TTB, SIGTARP, DO and IRS-CC. Of the Pathway Program participants, 16 were converted to permanent employees.

In FY 2014, DO sponsored two interns from the Congressional Hispanic Caucus Institute.

Throughout FY 2014, IRS sponsored 64 Veterans through its non-paid work experience program of which 14 were converted to permanent employees; 13 interns through IRS' student veteran internship program of which two were converted to permanent employees and 29 non veteran students through its student volunteer internship program.

In FY 2014, through the DC Summer Youth Employment Program, Treasury placed 90 DC youth between the ages of 14 to 21 with enriching and constructive summer work experiences. The DC youth were hosted by IRS and IRS-CC.

Mint sponsored one intern through the Maryland Institution for Minority Achievement and Urban Education/ University of Maryland Career Awareness through Career Exploration Program.

And finally, OCC sponsored two interns through its Vista Science Corporation (VSC) Program. VSC provides co-op and internship opportunities to college students who attend minority serving institutions near the cities of Dallas, Chicago, Denver, New York, Washington DC and San Francisco.

Essential Element C: Management and Program Accountability

Treasury continues to provide guidance and assistance to its bureaus on the requirements under MD-715 for establishing and maintaining a model EEO program.

The Department also continued to enhance the EEO community's access to relevant workforce data by providing quarterly workforce data tables as well as conducting quarterly data reviews to enhance the accuracy of Treasury's workforce data.

OCRD conducted several one-on-one MD-715 guidance sessions with its bureau EEO personnel responsible for the preparation of bureau MD-715 reports. The sessions provided guidance on MD-715 reporting requirements and most importantly discussed getting beyond the data tables by providing direction in taking the next steps in conducting barrier analysis by evaluating

relevant policies, practices, procedure, or conditions within the bureaus.

Throughout FY 2014, OCRD continued to work with Treasury's Enterprise Data Management Program Office and the bureaus to enhance the delivery and usability of Treasury's automated workforce data tables and analysis tools.

Exit Survey Tool and Analysis

Now in its fifth year, Treasury continued the use of its automated Exit Survey tool deployed in FY 2010. The Exit Survey results are a valuable source for guiding bureaus towards identifying potential barriers in the areas of career advancement, professional development, and provision of reasonable accommodations.

In FY 2014, a total of 11,196¹ employees separated from Treasury; 8,422² were permanent employees and 2,774 were temporary. From those separations, 9,517 were voluntary; 7,963 permanent and 1,554 temporary. From the voluntarily separating employees, we received a total of 2,112 (22 percent) responses. Of the 2,112 responses, 94 percent (1,990) were permanent/seasonal employees, of whom 8 percent (161) were persons with disabilities and 19 percent (388) were veterans; 6 percent (122) were temporary employees³.

While Whites represent 57 percent of the Department's total permanent workforce,

¹ Data does not include those employees separating from the office of the Special Inspector General for the Troubled Asset Relief Program (28) or the Office of the Inspector General (18).

² Data on the number of voluntary separations was provided by the HR Connect Program Office as of September 30, 2014.

³ No analysis was conducted on the temporary employees because the number of respondents is insufficient for conducting a statistically significant analysis.

62 percent of the separating permanent/seasonal employees and 64 percent of the respondents who took the Exit Survey were White. Males represent 37 percent of the Department's total permanent workforce, 40 percent of the separating permanent/seasonal employees and 45 percent of those who took the Exit Survey.

We also note that separating permanent/seasonal employees tended to be older; 71 percent of the permanent/seasonal respondents to the Exit Survey reported being 50 years of age or older and 51 percent indicated their length of service was more than 25 years. This is not an unexpected result as the reason most frequently cited for separating permanent/seasonal respondents was retirement (1,255 out of 1,990 or 63 percent). Additionally, 25 percent, or 506, identified they were leaving due to a promotion, transfer or accepting a position at another Federal/State Agency, non-profit or private sector organization and 3 percent, or 55, identified resigning for other reasons not listed.

A high proportion of departing employees identified their Treasury work experience as positive (85 percent of permanent/seasonal employees). However, a significant percentage (55 percent) of permanent/seasonal employees reported job related stress was not manageable and 36 percent indicated that their workload was not reasonable. Additionally, 54 percent indicated that the morale in their office was not good.

Departing permanent/seasonal employees responded favorably overall to most questions related to work experience. However, a significant number of responses from departing permanent/seasonal employees concerned career growth

(having the opportunity to participate in decisions) (45 percent) and access to career development opportunities (44 percent)).

During the period of October 1, 2013 through September 30, 2014, 161 permanent/seasonal persons with disabilities (PWD) responded to the Department's Exit Survey. Overall responses from PWD mirrored the overall permanent/seasonal employee responses in that 47 percent (68) had more than 25 years of service, 74 percent (119) were age 50 or older, and 46 percent (74) were veterans. The most frequently cited reason for separation of PWD was retirement (97 or 60 percent)

Again, the factor most frequently cited by a PWD's decision to leave was job stress (72 percent). Additional factors frequently cited include office morale (62 percent), access to developmental opportunities (54 percent), pay level in relation to my job responsibilities and performance (54 percent), and resources available to do my job (50 percent).

71 percent of the respondents with disabilities indicated their work experience was generally positive and 66 percent stated they would recommend Treasury as a good place to work. However, compared to responses of separating permanent employees (69 percent), only 60 percent of those respondents with a disability said they would be interested in returning to work for Treasury.

Additionally, 388 permanent/seasonal veterans responded to the Department's Exit Survey. Overall responses from veterans mirrored the overall permanent/seasonal employee responses in that 36 percent (140) had more than 25 years of service, and 67 percent (260) were age 50 or older. The most frequently cited

reason for separation of veterans was retirement (205 or 53 percent), transferring or accepting a position in the private sector, another federal agency or Treasury bureau (126 or 32 percent) and other (15 or 4 percent).

The factor most frequently cited by veterans for their decision to leave was office morale (57 percent). Additional factors frequently cited included pay in relationship to job responsibilities (53 percent), job related stress (52 percent), access to developmental opportunities (51 percent), and ability to participate in decision making (48 percent).

80 percent of the veteran respondents indicated their work experience was generally positive and 73 percent stated they would recommend Treasury as a good place to work. Additionally, 68 percent of the separating veterans said they would be interested in returning to work for Treasury.

FY 2014 Employee Viewpoint Survey

The 2014 Federal Employee Viewpoint Survey (FEVS) was administered by the Office of Personnel Management (OPM) between May 6 and June 14, 2014 at 82 agencies. As in 2013, the 2014 survey was a full census, administered to all eligible employees, defined as full- or part-time, permanent, nonpolitical, and non-seasonal employees onboard as of October 2013.

Treasury's 2014 response rate was 58.8 percent with 51,038 out of 86,790 eligible employees responding. Treasury's 2013 response rate was slightly lower, at 55.6 percent with 50,010 out of 89,995 eligible employees responding. As in the previous year, the rate remained significantly higher than the FY 2014 government-wide rate of 46.8 percent.

The FEVS includes a total of 98 questions, of which 71 measure federal employees' perceptions about how effectively agencies manage their workforce, 13 are specific to employees participating in work/life programs, and 14 relate to demographic information. Compared to 2013 results, Treasury experienced a slight decrease in positive responses (i.e., respondents who answered "strongly agree" or "agree" / "very satisfied" or "satisfied"). In 2013, 37 of the 71 perception questions had positive ratings of 65 percent or more. In 2014, all but one of the 37 questions remained above 65 percent positive. *OPM considers items with a positive rating of 65 percent or more as an organizational strength and 35 percent or less as a weakness.*

One of the core ways to gauge survey results about employee perceptions and engagement is to look at the overall satisfaction index. Overall satisfaction government-wide decreased from 61.2 percent in 2013 to 60.2 percent in 2014. Overall satisfaction at Treasury remained steady at 62.3 percent in 2013 and 62.3 percent in 2014.

OPM considers a variation of five percentage points between current responses and past responses to be notable. Treasury-wide positive responses to Questions 53 and 54 dropped by 4.6 percent and 6.5 percent respectively, and negative responses to Question 53 also exceeded OPM's lower benchmark of 35 percent. Both of these questions are included among the five that constitute the "Leaders Lead" index, which is part of the calculation of the overall Employee Engagement index.

As stated earlier, Treasury responses for 36 perception questions are considered

strengths. Five of those questions are included in the “Supervisor” index, which reflects the interpersonal relationships between worker and supervisor, including trust, respect, and support. Treasury’s strong Supervisor index scores, with an average positive score of 76 percent, indicate a high level of satisfaction among its employees with their supervisors.

Moving Forward: FEVS Engagement Plans

Based on the 2014 results, Management will work with bureaus through quarterly performance reviews with the Deputy Secretary and other venues to identify high-interest items, common barriers, promising initiatives, and goals to improve bureau-specific results. This year’s focus will be aligning engagement programs with the President’s Management Agenda “People and Culture” Cross-Agency Priority Goal.

Each bureau has an ongoing Engagement Action Plan, which is continuously reviewed and updated. Bi-monthly HRStat reviews chaired by the Chief Human Capital Officer (CHCO) track bureaus’ progress in implementing their Engagement Action Plans and provide a forum for bureaus to share their challenges and best practices and to collaborate on solutions. The CHCO is establishing an Annual Engagement Action Cycle for the Department. As part of these reviews, Bureau heads and deputies will be encouraged to issue guidance for including engagement-related commitments in the performance plans of executives and managers in their organizations.

Partnership for Public Service *Best Places to Work in the Federal Government* Rankings

Designed to help a broad audience of government leaders, employees and job seekers, the *Best Places to Work in the Federal Government* rankings draw on responses from nearly 700,000 civil servants who complete the FEVS to produce a detailed view of employee satisfaction and commitment across 362 federal agencies and subcomponents.

Employee satisfaction and commitment are two necessary ingredients in developing high-performing organizations and attracting top talent. The *Best Places to Work* rankings are an important tool for ensuring that employee satisfaction is a top priority for managers and leaders. The rankings provide a mechanism to hold leaders accountable for the health of their organizations; serve as an early warning sign for agencies in trouble; offer a roadmap for improvement; and give job seekers insights into how federal employees view their agencies.

The Partnership for Public Service uses data from the Office of Personnel Management’s [Federal Employee Viewpoint Survey](#) to rank agencies and their subcomponents according to a *Best Places to Work* index score. Agencies and subcomponents not only are measured on overall employee satisfaction, but are scored in 10 workplace categories, such as effective leadership, employee skills/mission match, pay, teamwork and work/life balance.

In FY 2013⁴, the Department was ranked ninth among the top ten best places to work in the Partnership for Public Service’s annual *Best Places to Work* report. The Partnership for Public Service report also identified the top agencies in the categories

⁴ FY 2013 is the most recent Best Places to Work information available at the time this report was prepared.

of effective leadership, employee skills/mission match, pay, strategic management, teamwork, training and development, work/life balance, support for diversity, performance-based rewards and advancement and alternative work and employee support programs. Treasury was ranked as one of the top agencies in five of the ten categories: effective leadership (5th), teamwork (3rd), support for diversity (6th), performance-based rewards and advancement (5th) and alternative work and employee support programs (3rd).

The effective leadership category has four sub categories: empowerment, fairness, senior leaders and supervisors. Treasury was ranked in the top five agencies in two of the four categories: fairness (4th) and supervisors (4th).

In addition, four of Treasury's bureaus were ranked among the top agency subcomponents: TIGTA (8th), OIG (16th), OCC (17th) and TTB (25th).

Audit Program

In order to strengthen the Department's oversight of the bureaus, OCRD continued to conduct program reviews of the bureau EEO programs. During the 3rd quarter of FY 2014, OCRD conducted an audit of the Philadelphia Mint Manufacturing Facility. The results of the audit were shared with Philadelphia Mint and Mint Headquarters' senior leadership during the 4th quarter of FY 2014, including recommendations for improvement.

Essential Element D: Proactive Prevention of Unlawful Discrimination

Special Emphasis Programs

Special Emphasis Programs (SEPs) provide a framework for incorporating EEO

principles of fairness and equal opportunity into the fabric of the Department, across the employment spectrum. Established throughout the Department, the three federally mandated SEPs -- the Hispanic Employment Program, the Federal Women's Program and the Persons with Disabilities Program -- reflect the Department's commitment to equal opportunity, dignity, and respect. At their discretion, individual bureaus have also established other SEPs such as African-American, Asian American/Pacific Islander, American Indian/Alaska Native employment programs and Lesbian Bisexual Gay and Transgender employment programs.

SEP Managers and Coordinators serve as resource persons or advisors on the unique concerns of the particular constituent group and support the internship programs and other partnerships discussed previously.

Treasury-wide Diversity Training Events

In FY 2014, Treasury's Executive Institute (TEI) established a curriculum and hosted a variety of training sessions for Treasury employees and managers geared towards enhancing knowledge of diversity and inclusion with additional emphasis on leveraging diversity through leadership development and conflict management. These sessions included the following seminars:

- Resolving Conflict in the Workplace
- Building Your Generational Competency
- The Five Dysfunctions of a Team
- Franklin Covey: The Four Imperatives of Great Leaders Workshop
- Collaboration in Project Teams

- HBR Case Study: Innovation and Collaboration at Merrill Lynch
- Summer Series: Engagement Strategies
- Communication with Purpose: Is What I'm Thinking, What I'm Saying?
- Interpersonal Communication: What You Say; How You Say It
- HBR Case Study: Improving Team Effectiveness Through a Network Perspective
- Social Re-Engineering in the Workplace
- Giving Voice to Values
- Suspending Judgment: A Key to Being Culturally Competent
- Summer Series: Leading People
- Conflict Management – Responding Effectively
- Franklin Covey's Leading Across Generations
- Conflict Management – Looking Inside the Box
- The Dynamic and Collaborative Power of Teamwork
- Franklin Covey's Clarify Your Team's Purpose and Strategy
- Turning Points in Negotiation and Conflict Process
- Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively
- Leading People the Robert Greenleaf Way
- Managing for Employee Engagement: A Workshop Based Upon the Three Signs of a Miserable Job
- Obstacles to Inclusion and Ideas to Overcome Them

Alternative Dispute Prevention (ADR)

The Department has devoted significant resources to resolving conflict through dispute prevention and through alternative dispute resolution (ADR) methods. Conflict that results in formal disputes is costly and disruptive to the workforce.

As with previous years, the Department designated June as Treasury's Dispute Prevention month – a time to focus our efforts on minimizing workplace conflicts that can undermine productivity.

As part of our culture of valuing respect, individual differences, and enhanced communication with employees, setting aside time to actively think about ways to deal with organizational conflict makes good business sense. To support this year's activities, OCRD provided employees and managers with a presentation containing valuable insights on how to improve communication and lessen workplace conflict. The presentation included information on modeling R.E.S.P.E.C.T, ten basic rules for dispute prevention and techniques to manage conflict in the workplace.

In FY 2014, 92 percent of EEO counseling contacts were offered ADR, and 52 percent of those offered ADR participated in ADR at the informal level.

ADR Offered to Complainants (Informal) FY 2014

Total Counseling	668
Total ADR Offered	615
Total Accepted	349
Offer Rate	92%
Acceptance Rate	52%

In the formal complaint process, during FY 2014, the Department achieved a 76 percent ADR offer rate and 13 percent of complainants offered ADR participated in FY 2014.

**ADR Offered to Complainants
(Formal) FY 2014**

Formal Complaints	357
Total ADR Offered	276
Total Accepted	48
Offer Rate	76%
Acceptance Rate	13%

Shared Neutrals Program

Through the Treasury Shared Neutrals (TSN) Program, Treasury maintains a nationwide cadre of certified and highly trained neutrals (also known as mediators). TSN mediators are employees from various organizations trained in the art of mediation who voluntarily serve on a collateral-duty basis. Their objective is to assist bureaus in resolving all types of workplace disputes at the earliest stages of the conflict and to provide a resolution through mediation, facilitation, and coaching.

Beginning in FY 2014, the Treasury Shared Neutral (TSN) program administration functions were transferred from the Office of the Comptroller of the Currency to the Bureau of Fiscal Service (BFS), Equal Employment Opportunity Division (EEOD).

During the FY 2014 cycle, TSN completed 35 mediations/facilitations and had a 65 percent resolution rate, with 19 resolutions.

In an effort to preserve the record of quality service, the TSN program made certain every member of the cadre completed the re-certification process, to ensure experience and training requirements for TSN mediators were met. From this

process, 48 mediators certified for the 2015 – 2016 TSN cycle. Additionally to increase the cadre, the Department sponsored a Basic/Advance Mediation training (required of all new TSN mediators) that allowed 21 Treasury employees the opportunity to begin their journey to become certified TSN mediators. The Federal Mediation and Conciliation Service facilitated the training for new mediators and each bureau was encouraged to recommend a training participant.

Essential Element E: Efficiency

Treasury has sufficient staffing, funding and authority to comply with the time frames established in EEOC regulations (29 CFR §1614) for processing EEO complaints of employment discrimination. Treasury promotes and utilizes an efficient and fair dispute resolution process and has a system in place for evaluating the impact and effectiveness of the Department's EEO complaint processing program. Treasury's complaint management system, I-Trak, continues to provide greater Department-wide tracking and case management capabilities for both the formal and informal complaint process.

In FY 2014 it was decided that IRS would no longer host iComplaints, the Department's complaint tracking system. Therefore, beginning in July 2014, OCRD began meeting with key IRS and Treasury Chief Information Officer (CIO) representatives in order to implement a plan of action to transition hosting of Treasury's iComplaints system from IRS servers to Micropact (contractor) servers. OCRD worked very closely with procurement, IRS, security and privacy points of contacts (POCs) as well as Treasury CIO, security and privacy POCs to ensure the statement of work developed captured all the requirements of these offices. A contract

was awarded to Micropact hosting and customer support on 9/2/14. OCRD and representatives from Treasury CIO, IRS and Micropact met weekly to ensure the various office responsibilities stayed on track to ensure the transition of EEO case data went smoothly up online. Once our EEO case data was transferred to Micropact and thoroughly tested to ensure no issues with the data transferred, the new iComplaints site was activated on October 18, 2014.

Discrimination Complaints

In the area of discrimination complaints, OCRD is responsible for providing authoritative advice to bureau EEO staff and the Treasury Complaint Center. OCRD also develops complaint policies and procedures and produces high quality final agency decisions. In addition, OCRD oversees the Department's appeal process, tracks all appeal decisions, and monitors compliance with decisions issued by the EEOC.

The Treasury Complaint Center, located in Dallas, TX, is responsible for the acceptance and the investigation of all formal complaints of discrimination, except for those cases which would present a conflict of interest. However, beginning in FY 2015, OCRD will begin assuming the role of processing all formal complaints to include investigations. Once the existing inventory of complaints is completed, the TCC will be closed.

Discrimination complaints may be accepted on the basis of race, color, national origin, religion, sex, age, disability, protected genetic information, or reprisal.

Additionally, in FY 2014, the department began accepting sexual orientation claims

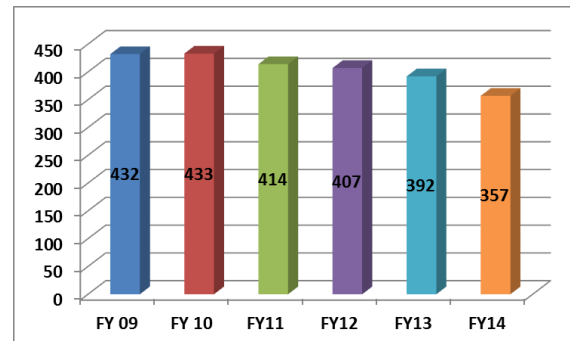
under Title VII procedures, as claims of sex based discrimination.

The Department also has special procedures for handling complaints on the basis of parental status. This basis was added in response to Presidential Executive Orders.

Complaint Activity

Treasury timely submitted the EEOC 462 Report in October 2014. The 462 Report is an annual assessment of the agency's formal and informal complaints, and of avenues used to resolve issues prior to and during the complaint process. * Note: In FY 2014 the Department began accepting sexual orientation claims under Title VII procedures, as claims of sex based discrimination.

During FY 2014, the number of EEO complaints filed by Treasury employees and applicants (357) decreased by 8.9 percent (35) from the number filed in FY 2013 (392).



* Prior to FY 2010, protected genetic information complaints were processed under the Department's modified procedures. Since the passing of the Genetic Information Non-Discrimination Act (GINA) in November 2009, these complaints have been processed as EEO complaints in the statutory complaint process.

At the close of FY 2013, Treasury had 588 complaints pending that were carried over to FY 2014. During FY 2014, 357 complaints were filed, three cases were remanded back to the agency by the EEOC and Treasury closed 363 complaints.

In FY 2014, the Department timely completed 97 percent of EEO counselings, a slight decrease of 1 percent from 98 percent in FY 2013.

By the end of FY 2014, agency personnel completed 353 investigations. There were 112 investigations (31.7 percent) completed within 180 days, 192 (54.4 percent) completed between 181-360 days and 48 (13.6 percent) investigations were completed in 361 or more days. Because time frames are extended under certain situations, 66 percent of all investigations were timely completed, a slight increase from 65 percent in FY 2013.

In FY 2014, Treasury issued 176 final agency decisions in cases where a hearing was not requested. Of these decisions, 122 were merit decisions and 54 were procedural dismissals. In FY 2014, there were two findings of discrimination.

Overall in FY 2014, Treasury processed 122 merit decisions within an average of 41 processing days, which is well below the 60 processing days mandated by EEOC. Eighty-nine percent (109) of those merit decisions were timely issued within 60 days of receipt of the decision request, a slight increase from the 83 percent (94) that were timely issued in FY 2013.

Treasury issued 67 final agency actions in cases with an administrative judge's decision (i.e., cases where a hearing was requested); one involved a finding of discrimination.

At the end of FY 2014, Treasury had 585 complaints pending. Pending complaints can be at the acknowledgement, investigation, hearing or final agency decision stages.

At the end of FY 2014, 26 percent of pending complaints were at the

investigation stage. Fifty-seven percent were pending a hearing before an EEOC Administrative Judge⁵. A total of 48 (8 percent) of the complaints remained pending in the final agency decision/action phase with the remaining 32 (5 percent) pending decision to accept/dismiss.

At Treasury, the most frequently cited bases for complaints are age, sex (female) and disability, and the most frequently cited issues are harassment (non-sexual), terms and conditions of employment, and evaluation/appraisal. The issues and bases found at the Department mirror the Government-wide trend.

While the Department consistently strives to improve the efficiency of our complaint processing, we also strive to ensure quality is not sacrificed for speed. To emphasize the quality of products delivered from the Department's complaint processing staff, we note that Treasury continues to have one of the lowest reversal rates for procedural decisions of the 14 cabinet level agencies.

In FY 2012⁶, Treasury had the fourth lowest reversal rate of the cabinet level agencies, with the EEOC reversing only 3.13 percent (1) of Treasury's procedural decisions (the decision reversal rates for all cabinet level agencies ranged from 0 percent to 44.8 percent).

⁵ Case decisions pending before an EEOC administrative judge are outside the control of the agency.

⁶ FY 2012 is the latest year for which government-wide complaint data is available.

**EEOC Procedural Closure Reversal
Rates for Cabinet Level Agencies
(FY 2012)**

Agency	# EEOC Procedural Closures	# EEOC Procedural Reversals	percent of EEOC Procedural Reversals
<i>HUD</i>	3	0	0.00
<i>Education</i>	2	0	0.00
<i>Energy</i>	8	0	0.00
<i>Treasury</i>	32	1	3.13
<i>Labor</i>	10	1	10.0
<i>State</i>	10	1	10.0
<i>Interior</i>	20	3	15.0
<i>Commerce</i>	39	6	15.4
<i>DHS</i>	129	28	21.7
<i>USDA</i>	53	12	22.6
<i>DOT</i>	82	25	30.5
<i>DOJ</i>	51	17	33.3
<i>VA</i>	225	75	33.3
<i>HHS</i>	29	13	44.8

The percentage of Treasury employees who filed formal EEO complaints has fallen from 0.47 percent of the workforce in FY 2005 (577 complainants) to 0.31 in FY 2014 (357 complainants). According to the EEOC, in FY 2012, Treasury had the second fewest complainants as a percentage of the workforce (0.32 percent) of all the cabinet level agencies.

**EEO Complainants as a Percentage of
the Workforce (FY 2012)***

Agency	Complainants as a Percentage of Total Workforce
State	0.19
Treasury	0.32
Interior	0.44
Commerce	0.45
HHS	0.45
Energy	0.46
USDA	0.49
DOT	0.52
DHS	0.58
DOJ	0.64
VA	0.67
HUD	0.68
Education	0.73
Labor	0.77

** Note that since a complainant may file more than one complaint, the number of complainants is typically fewer than the number of complaints.*

OCRd and the TCC identified a need for a digital system to support the collection and organization of discrimination complaint case materials into an electronic complaints repository. A major goal of the electronic complaint system is to create a paperless formal complaint file that meets the EEOC's requirements for electronic complaint file submissions from agencies.

In March 2014, OCRd completed a six-month contract to create "E-complaints," an online application to support the collection and organization of EEO complaint case materials. The application is housed on the Treasury Department's Enterprise Content Management SharePoint 2010 platform and is accessible only to OCRd and TCC EEO staff. The E-complaints application enables users to assemble and generate PDF versions of formal complaint files (Investigative and Administrative Files)

that meet EEOC requirements for electronic complaint file submissions. Between May and August 2014, OCRD and TCC conducted a test launch of E-complaints for cases that arose in one of the Treasury bureaus, the results of which were successful. During the same time frame, an OCRD/TCC workgroup customized the E-complaints site labels to mirror paper files and processes, and worked with Treasury IT staff to develop and award a follow-up contract (to be completed in FY 2015) to add nine enhancement features to the E-complaints application. The E-complaints site is scheduled for a full-scale launch on October 1, 2014.

Essential Element F: Responsiveness and Legal Compliance

Treasury is in compliance with the law, including EEOC regulations, directives, orders and other instructions. The Department has posted all required No Fear Act information, provided the required training, and consistently filed timely MD-715 and EEOC Form 462 reports as well as other reports required by EEOC and OPM.

External Civil Rights

OCRD ensures the Treasury bureaus are in compliance with the external civil rights laws applicable to their federally conducted and assisted programs. Treasury's nondiscrimination policy provides that individuals have equal opportunity to participate in, and receive benefits from, all programs or activities funded by the Department. To ensure compliance, OCRD develops policy and guidance, conducts oversight and provides technical assistance and training to the Treasury bureaus. OCRD also processes and investigates complaints from individuals alleging discrimination in Treasury conducted or assisted programs and activities. In addition

to its Treasury-wide responsibilities OCRD also manages the external civil rights program for the Departmental Offices.

Programs offering federal financial assistance are defined as programs providing monetary or non-monetary assistance to a recipient to support a public purpose. Federal financial assistance includes, but is not limited to, grants and loans of federal funds, donations of federal property, training, details of federal personnel, and any agreement, arrangement or other contract which has as one of its purposes the provision of assistance. A federally conducted program or activity is, in simple terms, anything a federal agency does. Federally conducted programs include, but are not limited to, tax preparation services and tours of Treasury buildings.

Civil rights complaints alleging race, color or national origin discrimination in programs or activities receiving Treasury financial assistance may be filed pursuant to Title VI of the Civil Rights Act of 1964. Complaints alleging age discrimination in Treasury assisted programs may be filed pursuant to the Age Discrimination Act of 1975. Complaints alleging sex discrimination in Treasury assisted educational programs may be filed pursuant to Title IX of the Education Amendments of 1972. Complaints alleging disability discrimination in programs or activities receiving financial assistance from, or conducted by the Department, may be filed pursuant to Section 504 of the Rehabilitation Act of 1973. Complaints alleging denial of accessibility to electronic and information technology in use by the Department may be filed pursuant to Section 508 of the Rehabilitation Act.

In FY 2014, Treasury received 31 complaints of discrimination or inquiries pertaining to the external civil rights program, compared to 26 complaints and inquiries received during FY 2013. Of the external complaints filed in FY 2014, four were determined to fall under the jurisdiction of the Department and were accepted for investigation. There were no findings of discrimination during FY 2014.

During FY 2014, OCRD continued the work of ensuring that Treasury regulations and policies were in place. The external clearance for the draft regulations implementing Section 504 of the Rehabilitation Act to Treasury's assisted programs began and OCRD received comments from the Office of Management and Budget (OMB) and the Equal Employment Opportunity Commission (EEOC). We continued to monitor the review of the regulations implementing Title VI of the Civil Rights Act, and the Age Discrimination Act.

OCRD continued to provide technical assistance to the bureaus including the IRS Civil Rights Division (CRD). OCRD assisted the Bureau of the Fiscal Service in the assessment of language needs for their programs, and the development of a language access plan. This year the online External Civil Rights Online training was uploaded in the Treasury Learning Management System. Program offices and EEO Officers were provided information about how to access the training. The IRS CRD is taking steps to make the online training available in their learning system.

OCRD established a Title VI Implementation Working Group in anticipation of the publication of Treasury's implementing regulations. The group has brought together Treasury's assisted program offices.

This year, OCRD conducted two compliance reviews. We reviewed the Community Development Financial Assistance (CDFI) Fund, Financial Assistance (FA) program and the SSBCI Program for compliance with external civil rights requirements. OCRD also completed the development of the Treasury Civil Rights Toolkit. The Toolkit was created to assist Treasury's recipients of financial assistance in complying with civil rights requirements.

OCRD worked with the Treasury Web Team to complete the Treasury Multilingual Portal. Treasury is providing information about its programs in Spanish, Chinese, Korean, Tagalog, Vietnamese, and Arabic. OCRD was able to procure Assistive Listening Devices to be used in the Treasury building large meeting rooms. The devices will make meetings more accessible for people with hearing impairments. OCRD also took the lead in completing the work to meet Treasury's goals under the White House Initiative on Asian American and Pacific Islanders (WHIAAPI).

Agency/Bureau State of the Agency MD-715 Briefings

During FY 2014, the Department conducted its FY 2013 State of the Agency Briefing with senior leadership in April 2014.



Immediately following the submission of Treasury's FY 2014 MD-715 report, OCRD will brief senior leadership on the Department's status in maintaining a model EEO Program during FY 2015.

The Department also continued to hold its one-on-one briefings with each of its bureaus in an effort to improve the mutual understanding of bureau program deficiencies and workforce triggers/barriers. As previously noted, each bureau, regardless of its size, has its own distinct reporting structure for its EEO and HR and establishes its own policy and procedures regarding the hiring, recruitment and retention of employees. Therefore, the required barrier analysis must be completed at the bureau level.

These briefings provide a forum for OCRD and bureau EEO staffs to dialogue about possible internal and external factors that may be contributing to triggers/barriers, recommend the direction of the bureau barrier analysis and identify corporate strategies that may assist bureaus in determining if workplace barriers exist.

OCRD also provided each bureau an assessment of its FY 2013 MD-715 report, acknowledging accomplishments and noting areas for improvement. For FY 2015, OCRD issued a memorandum which requires each bureau to select a primary area of focus and complete and report on at least one barrier analysis. If a barrier is found, the bureaus will be required to prepare a PART I and establish plans to eliminate the identified barriers during FY 2015. If no barrier existed, then the bureaus are required to both submit a PART I with the required analysis that proved no barriers exist and include the detailed information in its MD-715 Executive Summary. OCRD will be reviewing bureau reports on barrier analysis and will provide feedback to the bureaus and a summary of actions in next year's report.

Workforce Demographics

The MD-715 report contains Treasury's workforce demographics over the ten-year period of FY 2005 to FY 2014⁷. The two groups whose participation rates have been of the most concern have been Hispanics and individuals with targeted disabilities.

For a cabinet level agency the size of Treasury, it is impractical to expect any demographic data to change by more than a percent in a single fiscal year. Indeed, such data typically varies only by tenths of a percent from one year to the next. However, as a result of the bureaus' established recruitment and outreach plans to increase diversity in those areas with lower than expected participation rates (see bureau MD-715 Reports for analysis and PART I's associated with bureau specific triggers/ barrier analysis), Treasury has noted significant progress in increasing the participation rates for Hispanics and maintaining its participation rate for individuals with targeted disabilities.

⁷ During FY 2003, several former Treasury components were placed within the Department of Homeland Security and the Department of Justice. These Treasury components included the U.S. Secret Service, U.S. Customs Service, and Federal Law Enforcement Training Center, which were incorporated into the new Department of Homeland Security, as well as the Bureau of Alcohol, Tobacco and Firearms, which was transferred to the Department of Justice. These changes continued to impact the Department throughout FY 2004, thus data from FY 2005 is the beginning point used for any trend analysis of Treasury's workforce.

According to EEOC's FY 2012⁸ Annual Report Part 1, the Department continued to maintain one of the highest participation rate of individuals with targeted disabilities among cabinet level agencies. And of significant note, in FY 2014, the Department came very close to meeting its goal that 2 percent of all new permanent hires would be persons with targeted disabilities (PWTD) (1.66 percent) and exceeded the goal that 10 percent of all new permanent hires be persons with disabilities (PWD) (10.87 percent).

Participation Rates in the Permanent Workforce

As of the close of FY 2014, Treasury had 103,821 permanent employees⁹, a decrease of 4,868 (-4.48 percent net change) employees from FY 2013. This decrease is primarily due to reduced budgets which limited hiring opportunities for many of Treasury's bureaus in FY 2014.

When examining workforce demographics, comparisons are made to the 2010 Civilian Labor Force (CLF)¹⁰ availability rates. However, with the release of the 2010 Census data tool¹¹ at the end of FY 2013, Treasury and its bureaus established a more realistic benchmark comparator based on the overall occupational composition of Treasury's total workforce.

Treasury identified all the occupations within the Department's workforce, pulled the relevant occupational CLF's, identified availability rates for each occupation to determine the proper weight each occupation should be given in order to determine the overall Relevant CLF (RCLF) to compare to the Department workforce. The weighting of the actual availability rate of each occupation in the labor force is the most critical part of determining the appropriate bench mark. For example secretaries comprise approximately 0.56 percent of the civilian workforce but the RCLF availability rate for secretaries are 96.1 percent women. If not properly weighted based on the 0.56 percent availability rate in the workforce, it could give a very misleading comparator as to what the representation of women could be. As a result, Treasury now has a more realistic comparator for availability rates by ethnicity race indicator (ERI) and gender based solely on those occupations employed at the Department. When compared to the National CLF availability rates, the FY 2014 RCLF comparator shows the following by ERI and gender:

- Men 33.32 percent RCLF vs. 51.86 percent CLF
- Women 66.68 percent RCLF vs. 48.14 percent CLF
- Hispanic men 2.62 percent RCLF vs. 5.17 percent CLF
- Hispanic women 6.01 percent RCLF vs. 4.79 percent CLF
- White men 25.45 percent RCLF vs. 38.33 percent CLF
- White women 49.31 percent RCLF vs. 34.03 percent CLF
- Black men 2.95 percent RCLF vs. 5.43 percent CLF
- Black women 7.76 percent RCLF vs. 6.53 percent CLF

⁸ FY 2012 is the most current government-wide disability data available.

⁹ For purposes of analysis, non-appropriated fund employees are included in the workforce totals as permanent or temporary employees depending on status.

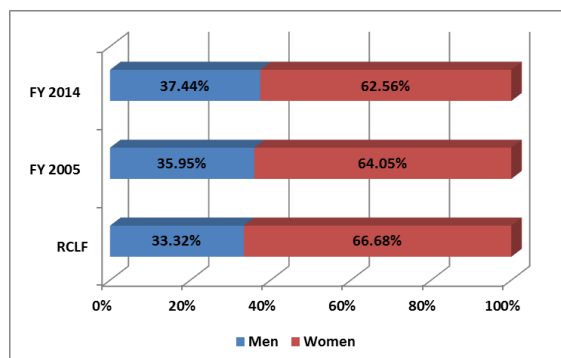
¹⁰ Civilian Labor Force (CLF) data is derived from the 2010 census reflecting persons 16 years of age or older who are employed or are seeking employment and adjusted for citizenship, excluding those in the Armed Services.

¹¹ The 2010 EEO Data tool utilizes data extracted from the 2006 – 2010 American Community Survey.

- American Indian/Alaska Native men 0.25 percent RCLF vs. 0.55 percent CLF
- American Indian/Alaska Native women 0.66 percent RCLF vs. 0.53 percent CLF
- Asian men 1.86 percent RCLF vs. 1.97 percent CLF
- Asian women 2.51 percent RCLF vs. 1.93 percent CLF
- Native Hawaiian or Other Pacific Islander men 0.03 percent RCLF vs. 0.07 percent CLF
- Native Hawaiian or Other Pacific Islander women 0.09 percent RCLF vs. 0.09 percent CLF
- Two or More Race men 0.17 percent RCLF vs. 0.26 percent CLF
- Two or More Race Women 0.35 percent RCLF vs. 0.28 percent CLF

A comparison of FY 2014 participation rates in Treasury's permanent workforce for men and women shows little change from FY 2005. However, based on the new RCLF availability rates, we see that the actual participation rate for women (62.56 percent compared to 66.68 percent RCLF) and men (37.44 percent compared to 33.32 percent RCLF) are very close to their RCLF availability rates. The new RCLF also gives us a better understanding as to why the participation rate for women at the Department is significantly above the CLF availability rate (48.14 percent CLF compared to 66.68 percent RCLF) and the participation rate for men is significantly below the CLF availability rate (37.33 percent CLF compared to 33.32 percent RCLF).

**Demographics and
RCLF Comparison by Gender
FY05 and FY 2014**

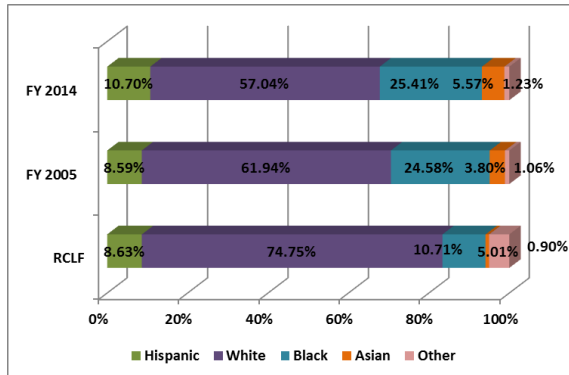


In FY 2005, Treasury's permanent workforce was 61.9 percent White and 38.1 percent non-White. In FY 2014, the participation rate for Whites decreased to 57.0 percent of the workforce and non-Whites increased to 43 percent. Thus, Treasury has noted a positive trend in the increased participation rate for non-Whites in the overall workforce. In fact, Hispanics (10.7 percent compared to 8.6 percent RCLF), Blacks (25.4 percent compared to 10.7 percent RCLF), Asians (5.6 percent compared to 4.4 percent RCLF), and Native Hawaiian or Other Pacific Islanders (0.17 percent compared to 0.12 percent RCLF) are participating at rates greater than their RCLF availability rates.

American Indian/Alaska Natives (0.87 percent compared to 0.90 percent RCLF) are participating at rates very close to their availability rates. Whites (57 percent compared to 74.8 percent) and Two or More Races (0.27 percent compared to 0.51 percent RCLF) are the only groups participating at rates below their RCLF availability rates. When geography is taken into consideration, the greater than expected participation rate for Blacks is largely impacted by the IRS' largest business unit, Wage and Investment (W&I), which makes up 38 percent of the Treasury permanent workforce. W&I Headquarters is located in Atlanta, GA and has an

overall participation rate of 28 percent Blacks; this participation rate significantly impacts the overall participation rate for Blacks at the Department.

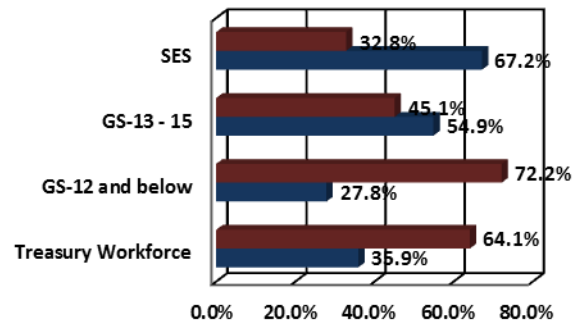
**Demographics and
RCLF Comparison by ERI
FY05 and FY 2014**



* Other includes employees who are American Indian Alaska Natives, Native Hawaiian or Other Pacific Islanders and Two or More Races

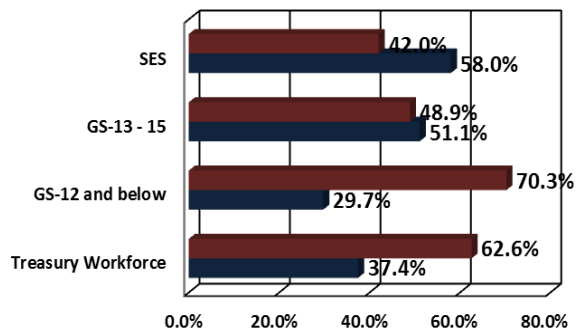
Another area of focus for the Department is the grade distribution of men/women and White/non-Whites in Treasury's workforce, particularly in the higher grades. Over the last ten years, Treasury has seen a significantly increased participation rate for women in the GS-13 through GS-15 grades and in SES positions. At the GS-13 through GS-15 grade level, the participation rate for women increased by 3.8 percent, from 45.1 percent in FY 2005 to 48.9 percent in FY 2014. At the SES level, the participation rate for women increased by 9 percent, from 32.8 percent in FY 2005 to 42 percent in FY 2014.

FY 2005 Grade Distribution by Gender



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	64.1%	72.2%	45.1%	32.8%
Men	35.9%	27.8%	54.9%	67.2%

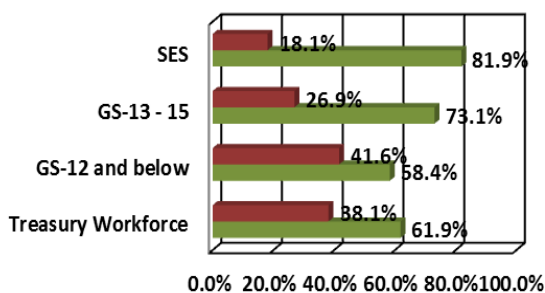
FY 2014 Grade Distribution by Gender



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Women	62.6%	70.3%	48.9%	42.0%
Men	37.4%	29.7%	51.1%	58.0%

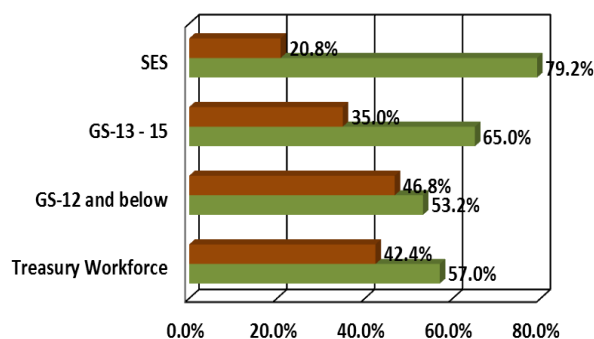
The Department has also seen an increased participation rate for non-Whites in the higher grades. At the GS-13 through GS-15 grade level, the participation rate for non-Whites increased by 8.1 percent, from 26.9 percent in FY 2005 to 35 percent in FY 2014. At the SES level, the participation rate increased by 2.7 percent, from 18.1 percent in FY 2005 to 20.8 percent in FY 2013.

FY 2005 Grade Distribution by White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	38.1%	41.6%	26.9%	18.1%
White	61.9%	58.4%	73.1%	81.9%

FY 2014 Grade Distribution by White and Non-White



	Treasury Workforce	GS-12 and below	GS-13 - 15	SES
Non White	42.4%	46.8%	35.0%	20.8%
White	57.0%	53.2%	65.0%	79.2%

Hispanics at Treasury

The Office of Personnel Management (OPM) released its FY 2012¹² Government-wide Hispanic Employment Data Report to the President on September 18, 2013. This report examines Hispanic permanent representation in the Federal Government as of September 18, 2013. The report states that, at the end of FY 2012, the percentage of Hispanics in the permanent Federal workforce increased from 8.1 percent in FY 2011 to 8.2 percent.

¹² FY 2012 is the most current Hispanic report available from OPM

The Department of the Treasury, the Department of Homeland Security, NASA, and the Department of Labor accounted for approximately 49 percent of all Hispanic permanent new hires in FY 2012. However, the Department saw a decrease in the number of permanent Hispanic new hires from FY 2010 (14.7 percent) to FY 2011 (10.0 percent), primarily due to limited hiring at the IRS. The Department of Homeland Security continued to employ the largest percentage of Hispanics, with 20.9 percent of its total workforce identified as Hispanic, followed by the Social Security Administration (14.5 percent), the Equal Employment Opportunity Commission (13.6 percent), and the Department of the Treasury (9.5 percent)¹³.

The participation rate for Hispanics at the Department has been an area of focus in the past, however in FY 2014, the Department's participation rate of Hispanics (10.7 percent) remains above both the CLF (9.9 percent) and the RCLF (8.8 percent) availability rates. Treasury maintained its participation rate for Hispanic representation rate from FY 2013 (10.7 percent) to FY 2014 (10.7 percent). Hispanics also are represented in the Department's workforce at a rate significantly above the Government-wide rate of 8.1 percent.

EMPLOYEES WITH TARGETED DISABILITIES

According to OPM's *Report on the Employment of Individuals with Disabilities in the Federal Executive Branch for FY*

¹³ OPM reported Treasury's FY 2012 participation rate for permanent Hispanics employees as being 9.5 percent. However, Treasury's participation rate of permanent Hispanic employees was 10.6 percent. We note that the difference is the result of OPM excluding IRS' permanent seasonal employees.

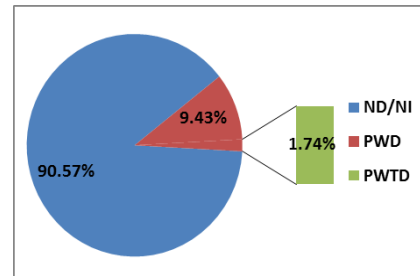
2013¹⁴, Treasury continues to be one of the top three cabinet level agencies for the participation rate of employees with targeted disabilities¹⁵. Additionally, Treasury is among the top three agencies for the percentage of hires for persons with disabilities, to include targeted disabilities as well as the top agency in Schedule A new hires in FY 2013.

In FY 2014, each Treasury bureau continued to maintain the hiring goals that 10 percent of all new hires would be persons with disabilities including a 2 percent sub-goal for people with targeted disabilities. Despite the decrease in the overall federal government budget in FY 2014, the Department nearly met its goal that 2 percent of all new permanent hires would be persons with targeted disabilities (PWTD) (1.66 percent) and exceeded the goal that 10 percent of all new permanent hires be persons with disabilities (PWD) (10.87 percent). We are also pleased to note that one Treasury bureau exceeded the overall goal that 2 percent of all new hires be PWTD: Mint (5.33 percent).

Although the Department's overall number of permanent employees with targeted

disabilities decreased from 1,880 in FY 2013 to 1,805 in FY 2014, the total size of Treasury's permanent workforce also decreased from 108,689 to 103,821. As a result the Department's overall participation rate of permanent employees with targeted disabilities increased slightly, from 1.73 percent in FY 2013 to 1.74 percent in FY 2014.

FY 2014 Participation Rate for PWTD



FY 2014 Disability Participation Rates By Bureau (Permanent)

Bureau	TOTAL	PWD #	PWD %	PWTD #	PWTD %
BEP	1,753	112	6.39%	11	0.63%
BFS	3,275	342	10.44%	43	1.31%
DO	1,659	82	4.94%	11	0.66%
FinCEN	258	18	6.98%	1	0.39%
IRS	87,783	8,617	9.82%	1,673	1.91%
IRS-CC	2,122	128	6.03%	27	1.27%
Mint	1,635	203	12.41%	22	1.35%
OCC	3,837	199	5.19%	13	0.34%
OIG	154	10	6.49%	2	1.30%
SIGT	133	8	6.02%	0	0.00%
TIGTA	741	32	4.32%	2	0.27%
TTB	471	40	8.49%	2	0.42%
TOTAL	103,821	9,790	9.43%	1,805	1.74%

The employment of individuals with disabilities within the Department continues

¹⁴ Government-wide data is for FY 2013, data for FY 2014 is not available at this time. OPM report does not include seasonal permanent employees.

¹⁵ Disability data is gathered from the U.S. Office of Personnel Management's Standard Form (SF) 256, which allows federal employees to self-identify as having any of a variety of impairments. "Targeted disabilities" are those impairments identified on Part I of the SF-256 as "Targeted/Severe Disabilities". The EEOC has instructed federal agencies to focus on people with targeted disabilities, generally because these impairments are obvious during the hiring stage and present the need for reasonable accommodation. The targeted disabilities are: deafness, blindness, paralysis, missing extremities, epilepsy, dwarfism, psychiatric disability and severe intellectual disability.

to be a focus of the Human Capital Advisory Council (HCAC). In support of Executive Order 13548 and to promote the non-competitive employment of individuals with disabilities, the Department's Disability Program Manager, in partnership with the Veterans Employment Representative, identified and provided hiring managers with resumes of qualified Schedule A and Veterans with disabilities. As a result, non-competitive Schedule A hires were made utilizing resumes obtained from OPM's partnership with Bender Consulting Services.

In addition, Disability Dashboards are provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in meeting their hiring goals. OCRD also includes a Disability Awareness section in its quarterly newsletter. Through the newsletter and other sources, the Department ensures that hiring managers are informed of and encouraged to use various resources that provide assistance with the employment of qualified people with disabilities, e.g., OPM's Bender Consulting Services, the Division of Rehabilitation Services (DORS) and State Vocational Rehabilitation Agencies.

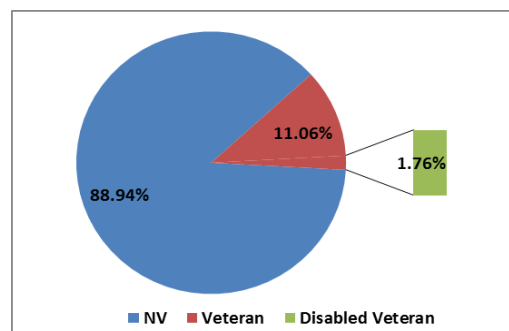
Veterans at Treasury

Treasury is committed to achieving a workforce that includes those who have served in the defense of our country. In FY 2014, bureaus identified a Veteran Employment Representative (VER) to work with the Treasury Veterans Employment Program Manager to support the recruitment, hiring and retention of veteran employees.

While the Office of Personnel Management did not establish veterans hiring or

retention goals in FY 2014, Treasury set its own numerical goals based on year over year improvement. As a result, Treasury maintained its participation rate of total veterans in the workforce (11.06 percent) in FY 2014. Of the 11.06 percent of veterans in the workforce, 1.76 percent are disabled veterans. The Department met its goal of 13.37 percent for total veteran new hires (13.62 percent). In addition, the total disabled veteran new hire goal was met at 3.17 percent.

FY 2014 Veteran/Disabled Veterans in the Workforce



The Department continued to take full advantage of special hiring authorities designed to reduce the processing time to non-competitively hire qualified disabled veterans. Department managers and selecting officials are encouraged to fill positions utilizing the special appointment authorities available for veterans, including veterans with 30 percent or more disability. Information regarding these authorities is available through the Department's Human Resources intranet site, is relayed to employees at various training opportunities (such as disability and new manager orientation training) and is posted on job vacancies. As a result, 13 percent of the Department's new hires in FY14 were appointed through a veteran's preference hiring authority; 3.17 percent of all new hires were veterans with a 30 percent or more disability.

The employment of veterans and disabled veterans within the Department continues to be a focus of the Human Capital Advisory Council (HCAC). As a result, a Veterans Dashboard is provided quarterly to assist the HCAC and the Department's leadership with monitoring the bureaus' progress in meeting veterans hiring goals. In addition, OCRD includes a Veteran Awareness section in its quarterly newsletter. Through the newsletters and other sources, the Department ensures hiring managers, supervisors, and human resources personnel are informed of their roles and responsibilities to hire/advance veterans, including veterans with disabilities.

FY 2014 Veteran Hires By Bureaus

	# Veterans Hired	% of Veterans Hired	# Disabled Veterans Hired	% Disabled Veterans Hired
BEP	30	52.63 %	7	12.28 %
BPD	87	36.86 %	18	7.63 %
DO	50	16.72 %	7	2.34 %
FINCEN	4	19.05 %	1	4.76 %
IRS	765	11.14 %	190	2.77 %
IRS-CC	47	28.66 %	7	4.27 %
MINT	52	53.06 %	14	14.29 %
OCC	35	14.06 %	9	3.61 %
OIG	3	37.50 %	0	0.00 %
SIGT	3	21.43 %	0	0.00 %
TIGTA	8	34.78 %	1	4.35 %
TTB	14	56.00 %	2	8.00 %
TOTAL	1098	13.62 %	256	3.17%

In accordance with Executive Order 13518, *Employment of Veterans in the Federal Government*, the Department and its bureaus provided annual mandatory Veterans Training aimed at managers, supervisors and human resources personnel,

which discussed veterans' preferences and the availability of special veterans hiring authorities. Further, the Department continued to utilize the online Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) training through the Treasury Learning Management System and the IRS Enterprise Learning Management System; Treasury had a 96 percent completion rate.

The Department of the Treasury (Treasury) and the Department of Veterans Affairs (VA) entered into a memorandum of understanding (MOU) for the purpose of forming a cooperative and collaborative relationship to efficiently and effectively utilize the VA for Vets services (rebranded as *Feds for Vets*) in order to increase the number of Veterans employed at the Department of the Treasury. The MOU only covers Veterans hired through the noncompetitive process, including the 30 percent or more disabled veteran, Veteran Recruitment Appointment, Schedule A Appointment, or Disabled Veteran Enrolled in a VA Training Program (38 U.S. Code, Chapter 31 Training). VA for Vets services includes posting job opportunity announcements for the Department of Treasury and access to the VA for Vets Resume Database.

Additionally, Treasury continued the use of its Virtual Coaching for Vet Success Initiative (VC4VS). The VC4VS initiative educates the Department's veterans and disabled veterans about their military/veteran educational benefits and promotes career advancement opportunities through a series of webinars. During FY 2014, the VC4VS was expanded by dedicating an Education Month series designed to assist veteran and disabled veteran candidates to better understand the availability of different federal hiring programs, including the Pathways Program.

Accomplishments

The Department is proud of its accomplishments towards maintaining a model EEO program in FY 2014. The accomplishments below outline our many successes throughout the reporting period:

- Issued the Secretary's annual EEO Policy on September 11, 2014.
- Realigned OCRD's reporting relationship to be a direct report to the ASM.
- Required bureaus to maintain Diversity and Inclusion Plans and conducted reviews to ensure bureaus were meeting requirements outlined in the Department's Diversity and Inclusion Plan.
- Provided Treasury EEO Counselors and Investigators with the mandatory refresher training.
- Provided 20 new mediators with 40 hours of basic and advanced training to support the Department's TSN program.
- Hosted 344 interns Department-wide through various paid and non-paid diversity internship programs, universities and colleges.
- Conducted quarterly data integrity reviews of Treasury/bureau workforce data to ensure accuracy.
- During the 3rd quarter of FY 2014, OCRD conducted an evaluation of the Philadelphia Mint's EEO programs.
- Published quarterly EEO newsletters which provided Treasury's EEO practitioners, managers and supervisors, as well as employees, with information on relevant complaint issues, workforce statistics and important upcoming agency events/ activities.
- Distributed quarterly Treasury-wide dashboards to keep Bureau Heads and other Treasury leaders current on the state of Treasury's workforce and progress in meeting the established FY 2014 disability hiring goals. (Dashboards are included in Section III of the Treasury MD-715 report.)
- As part of the Department's Strategic Diversity and Inclusion Plan, provided the ASM and Deputy Secretary with quarterly diversity performance slides through STAT sessions.
- Provided individualized MD-715/Workforce Analytics training for EEO practitioners at two of Treasury's bureaus: TIGTA and BEP.
- Conducted the FY 2014 Dispute Prevention Month designed to increase focus on resolution of complaints.
- Provided feedback to each bureau on its FY 2014 Federal Equal Opportunity Recruitment Program Report progress tracker responses. Bureaus were asked to put mechanisms in place to collect the demographic data and address any D&I program shortcomings.
- The Department of the Treasury was recognized as a leader in promoting

equal employment opportunity and diversity on the FY 2014 Best of the Best lists of Top Government & Law Enforcement Agencies by Hispanic Network Magazine, Black EOE Journal and the U.S. Veterans Magazine.

- Issued four informative quarterly Veterans newsletter.
- USERRA Training was completed at 96 percent in comparison to 88 percent in FY 2013.
- The Department sponsored six veteran employment focused webinars, four Veteran Focus newsletters, and four Veterans Awareness sections in OCRD quarterly newsletter.
- A total of 99 veterans and disabled veterans were placed from the Student Veteran Intern Program (SVIP), Non-Paid Work Experience Program (NPWE), and the Operation Warfighter (OWF) Program throughout the Department and 21 converted to full time employment.
- Developed an internal veteran employment webpage to further assist disabled veteran employees and increase awareness.
- Established a partnership with Department of Veterans Affairs (VA) Feds for Vets services to expand the recruitment of disabled veterans; resulted in six non-competitive selections.
- Participated in the Vets for Feds (V2F) Program for Contract Specialist; identified three contract

specialist positions and selected four veterans using the Veteran's Recruitment Appointment (VRA) excepted authority.

- Completed Treasury's Electronic Complaints (E-Complaints) system which allows OCRD and the Treasury Complaint Center (TCC) to efficiently produce final digital complaint files "in-house" and provide easy access to share EEO documents due to their location on a centralized online server.
- Established a memorandum of understanding with USPS for conducting investigations.
- In FY 2014, Treasury received 31 complaints of discrimination or inquiries pertaining to the external civil rights program. Of the external complaints filed in FY 2014, four were determined to fall under the jurisdiction of the Department and were accepted for investigation. There were no findings of discrimination during FY 2014.
- The external clearance for the draft regulations implementing Section 504 of the Rehabilitation Act to Treasury's assisted programs began and OCRD received comments from the Office of Management and Budget (OMB) and the Equal Employment Opportunity Commission (EEOC).
- OCRD assisted the Bureau of the Fiscal Service in the assessment of language needs for their programs, and the development of a language access plan.

- The online External Civil Rights Online training was uploaded in the Treasury Learning Management System. Program offices and EEO Officers were provided information about how to access the training.
- OCRD established a Title VI Implementation Working Group in anticipation of the publication of Treasury's implementing regulations. The group has brought together Treasury's assisted program offices.
- OCRD conducted two external civil rights compliance reviews, the Community Development Financial Assistance (CDFI) Fund, Financial Assistance (FA) program and the SSBCI Program.
- OCRD completed the Treasury Civil Rights Toolkit. The Toolkit was created to assist Treasury's recipients of financial assistance to comply with civil rights requirements.
- OCRD worked with the Treasury Web Team to complete the Treasury Multilingual Portal. Treasury is providing information about its programs in Spanish, Chinese, Korean, Tagalog, Vietnamese, and Arabic.
- OCRD was able to procure Assistive Listening Devices to be used in the Treasury building large meeting rooms. The devices will make meetings more accessible for people with hearing impairments.

Workforce Diversity:

- Updated the Treasury and bureau specific RCLF's which provide more realistic benchmark comparators based on overall occupational workforce composition at Treasury and within each of its bureaus.
- In FY 2014, the Department maintained a 10.7 percent participation rate for Hispanics, which continues to exceed both the CLF (9.9 percent) and RCLF (8.8 percent) availability rates.
- Increased the participation rate for women at the GS-13 through GS-15 grade level by 3.8 percent, from 45.1 percent in FY 2005 to 48.9 percent in FY 2014. At the SES level, the participation rate for women increased by 9 percent, from 32.8 percent in FY 2005 to 42 percent in FY 2014.
- Increased the participation rate for non-Whites in the GS-13 through GS-15 grades by 8.1 percent, from 26.9 percent in FY 2005 to 35 percent in FY 2014. At the SES level, the participation rate increased by 2.7 percent, from 18.1 percent in FY 2005 to 20.8 percent in FY 2014.
- Exceeded the Department's goal that 10 percent of all new permanent hires be PWD (10.83 percent).
- Continued to hold one of the top three highest participation rate for persons with targeted disabilities (1.74 percent compared to the Federal goal of 2 percent) among cabinet level agencies.

- Noted a slight decline in total veteran hiring when compared to FY 2013; 13 percent of the Department's new hires in FY 2014 were appointed through a veteran's preference hiring authority as compared to 14 percent in FY 2013.
- Maintained its participation rate of veterans in the workforce (10.92 percent) of which 1.76 percent are disabled veterans
- Complete the transition of the Treasury Complaint Center from the IRS to OCRD.
- Complete the transition of OCRD's complaint management system from IRS to MicroPact.
- Continue to closely monitor the Treasury Complaint Management System to ensure continued improvement in the timely production of Final Agency Decisions and EEO investigations.

Planned Activities/Conclusion

The Office of Civil Rights and Diversity's FY 2014 MD-715 Report outlines our successes in our equal opportunity programs and activities. The Department of Treasury is proud of its accomplishments in the areas of attracting and retaining an increasingly diverse workforce. However, we realize there is still much to be done to increase workforce diversity, specifically in senior pay levels and feeder groups and to improve the hiring and promotion rates of individuals with targeted disabilities. Therefore, as we move forward into the next fiscal year, we will maintain our focus on developing plans to ensure we have the broadest group of diverse, well-qualified talent from which to recruit.

OCRD's FY 2015 planned activities include the following:

- Conduct a Treasury-wide barrier analysis on the distribution of women and minorities in the Senior Executive Service.
- Continue to monitor and adjust as needed Treasury's Strategic Diversity and Inclusion plan in FY 2015.
- Continue to meet with each bureau EEO Office to review its employment profiles and identify potential problems in the areas of recruitment, promotion, or retention.
- Monitor bureau progress in correcting deficiencies noted in the FY 2014 MD-715 report.
- Continue to monitor the bureau plans to identify the existence of barriers to the employment of any group and strategies to eliminate any barriers that are uncovered.
- Provide each bureau an assessment on its FY 2014 MD-715 report submissions. The assessment will identify bureau best practices and identify program areas where the bureau needs to provide more attention, and provide recommendations on future barrier analysis.
- Continue to ensure compliance with Executive Order 13548 by monitoring bureau plans to reach the goal of 10 percent participation rate of PWD and a sub-goal of 2 percent for PWTD and require bureaus to

- recommit to the goal that 2 percent of all new hires in FY 2015 are PWTD.
- Research and recommend tools that will assist bureaus in achieving their hiring goals in FY 2015 to meet or exceed a 10 percent goal for PWD with a sub-goal of 2 percent for PWTD.
 - Research and identify an automated reasonable accommodation tracking system to implement Treasury-wide.
 - Host quarterly Special Emphasis Program Managers and Veterans Employment Representatives meetings to share best practices and planned initiatives.
 - Monitor the retention rate of veterans and disabled veterans after one year and three years on board.
 - Develop a commemorative webpage to bring awareness to Veterans Day.
 - In commemoration of Veterans Day, launch the internal veteran webpage in November 2014 to further assist veterans and disabled veteran employees and educate hiring officials on veterans' special hiring authorities.
 - Train all bureau Veteran Employment Representatives on the services provided by the Department of Veterans Affairs (VA) Feds for Vets services to expand the recruitment of disabled veterans.
 - Develop automated veteran workforce data reports that establish and maintain effective veteran hiring initiatives.
 - Provide live training to educate and motivate VERs on understanding the business case towards hiring veterans and disabled veterans.
 - Develop a veteran and disabled veterans database of veteran and disabled veteran employment organizations to promote the use of special hiring authorities for veterans.
 - Establish a Treasury-wide Veterans Employee Resource Group (ERG) that supports professional development, group mentoring, training, and retention of veteran employees.
 - Continue collaboration between the Disability Program Manager and the Veteran Employment Program Manager to provide hiring managers with resumes of qualified Schedule A and Veteran applicants.
 - Conduct a compliance review of Taxpayer Assistance Centers located in the Midwest.
 - Populate the External Civil Rights SharePoint site.
 - Continue the Treasury Title VI Implementation Working Group.
 - Continue technical assistance to the SSBCI and CDFI Fund, and assist in completing the corrective actions issued in the FY 2014 compliance review report.
 - Continue technical assistance to DO program offices.

Glossary

The following definitions apply to Management Directive 715:

Applicant: A person who applies for employment.

Applicant Flow Data: Information reflecting characteristics of the pool of individuals applying for an employment opportunity.

Barrier: An agency policy, principle, practice, or condition that limits or tends to limit employment opportunities for members of a particular sex, race, or ethnic background or for an individual (or individuals) based on disability status.

Civilian Labor Force (CLF): Persons 16 years of age and over, except those in the armed forces, who are employed or are unemployed and seeking work.

Disability: For the purposes of statistics, recruitment and targeted goals, the number of employees in the work force who have indicated having a disability on an Office of Personnel Management Standard Form (SF) 256. For all other purpose, the definition contained in 29 C.F.R. § 1630.2 applies.

Employees: Members of agency's permanent or temporary work force, whether full or part-time and whether in competitive or excepted service positions.

Employment Decision: Any decision affecting the terms and conditions of an individual's employment, including but not limited to hiring, promotion, demotion, disciplinary action and termination.

Feeder Group or Pool: Occupational group(s) from which selections to a particular job are typically made.

Fiscal Year: The period from October 1 of one year to September 30 of the following year.

Goal: Under the Rehabilitation Act, an identifiable objective set by an agency to address or eliminate barriers to equal employment opportunity or to address the lingering effects of past discrimination.

Major Occupation: Agency occupations that are mission related and heavily populated, relative to other occupation within the agency.

Reasonable Accommodation: Generally, any modification or adjustment to the work environment, or to the manner or circumstances under which work is customarily performed, that enables an individual with a disability to perform the essential functions of a position or enjoy equal benefits and privileges of employment as are

enjoyed by similarly situated individuals without a disability. For a more complete definition see 29 C.F.R. § 1630.2(o). Also see, EEOC Enforcement Guidance on

Reasonable Accommodation and Undue Hardship under the Americans with Disabilities Act, No 915.002 (October 17, 2002)

Relevant Civilian Labor Force (RCLF): The RCLF is the labor force by occupation. It is used for making occupation comparisons, as opposed to general CLF, which represents the overall work force by class group. The RCLF is developed by the Bureau of the Census. On their Website located at <http://www.census.gov/eeo2000/>, Census provides by class group data for every occupational category used in the census. The Census also provides a crosswalk identifying which census category should be used when comparing each Federal occupational series.

Section 501 Program: The affirmative program plan that each agency is required to maintain under 501 of the rehabilitation Act to provide individuals with disabilities adequate hiring, placement, and advancement.

Section 717 Program: The affirmative program of equal employment opportunity that each agency is required to maintain for all employees and applicants for employment under Section 717 of Title VII.

Special Recruitment Program: A program designed to monitor recruitment of, and track applications from, persons with targeted disabilities.

Targeted Disabilities: Disabilities that the Federal government, as a matter of policy, has identified for special emphasis in affirmative action programs. They are: deafness, blindness, missing extremities, partial paralysis, complete paralysis, epilepsy, severe intellectual disability, psychiatric disability, and dwarfism.

Trend Analysis: An aspect of technical analysis that tries to predict the future movement of something based on past data. Trend analysis is based on the idea that what has happened in the past gives us an idea of what will happen in the future.

Trigger: A condition which may cause a barrier analysis to be conducted under EEOC MD 715. In MD 715, EEOC requires agencies to prepare statistical tables representing various segments of employment data. The triggers alert the agency to possible barriers that may exist to equal employment opportunity.